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UNITED NATIONS POPULATION FUND

REPORT ON THE RECOMMENDATIONS OF THE JOINT INSPECTION UNIT IN 2010

Report of the Executive Director

Summary

In line with General Assembly resolution 59/267, this report provides a synopsis of UNFPA management responses to the recommendations of the Joint Inspection Unit (JIU) and draws attention to specific recommendations directed to the legislative organs of United Nations system organizations. In 2010, JIU issued seven reports, all of which were relevant to UNFPA. Out of a total of 75 recommendations issued in 2010, there were 54 recommendations addressed to UNFPA management and 12 were directed to legislative organs. The present report provides UNFPA management responses to the recommendations, including an update of the implementation status of recommendations contained in reports issued by the JIU in 2008 and 2009. In accordance with the wishes of the Executive Board and the current United Nations emphasis on simplification and harmonization, the present report was prepared in a format jointly developed with UNDP.

Elements of a decision

The Executive Board may wish to take note of the present report, especially those aspects of the JIU reports that have particular relevance to the work of UNFPA.

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I. OVERVIEW OF JOINT INSPECTION UNIT REPORTS ISSUED IN 2010

1. This report provides a summary of UNFPA management responses to relevant recommendations issued by the Joint Inspection Unit (JIU) in 2010, including management responses, as appropriate, to the recommendations that have been directed for consideration by the UNFPA governing body. For a listing of JIU reports and details of recommendations, please refer to the JIU website (http://www.unjiu.org/en/reports.htm).

2. The seven JIU reports relevant to UNFPA are: (a) Environmental profile of the United Nations system organizations: Review of their in-house environmental management policies and practices (JIU/REP/2010/1); (b) Review of travel arrangements within the United Nations system (JIU/REP/2010/2); (c) Ethics in the United Nations system (JIU/REP/2010/3); (d) Review of enterprise risk management in the United Nations system: Benchmarking framework (JIU/REP/2010/4); (e) The audit function in the United Nations system (JIU/REP/2010/5); (f) Preparedness of United Nations system organizations for the International Public Sector Accounting Standards (JIU/REP/2010/6); and (g) Policies and procedures for the administration of trust funds in the United Nations system organizations (JIU/REP/2010/7).

II. SYNOPSIS AND REVIEW OF RELEVANT JOINT INSPECTION UNIT REPORTS AND RECOMMENDATIONS

3. All seven reports issued by JIU in 2010 include some specific recommendations to the United Nations organizations, including UNFPA. See annex 1 for a statistical summary of 2010 JIU reports and annex 2 for a review of the recommendations relevant to UNFPA, presented by JIU for consideration by the governing body of UNFPA, as well as relevant management responses.

A. Environmental profile of the United Nations system organizations: Review of their in-house environmental management policies and practices (JIU/REP/2010/1)

4. This report assesses the environmental policies and practices of the United Nations system organizations on their sustainable use of resources, including energy consumption, in view of promoting the relevant internationally accepted environmental conventions. The report provides best practices and identifies norms and benchmarks of the business policies and measures for further promotion in these organizations and by their partners. The report contains 12 recommendations, three specifically directed to the General Assembly, four to the Secretary-General, and five (recommendations 4, 6, 8, 9 and 10) to the heads of United Nations system organizations.

5. Regarding recommendation 4, pertaining to (a) common administrative and financial guidelines to integrally record and report in the proper budget lines those expenditures incurred both in reducing CO_2 emissions and in purchasing carbon offsets for the implementation of the strategy for a climate-neutral United Nations; and (b) improving the measurement and reporting

of the environmental practices and expenditures of the organizations through the use of the environmental management accounting document developed by the United Nations Department of Economic and Social Affairs so as to better disclose financial and environmental decisions, UNFPA supports the recommendation and will start implementing once an agreement on the methodology of measuring financial implications of CO_2 reductions and offsetting has been agreed at the United Nations system-wide level.

6. Concerning recommendation 6, regarding negotiating agreements with the host country for support by the host country for the implementation of the plans and policies of United Nations system organizations to green their premises and offices, ultimately to be added as an annex to the headquarters agreement, UNFPA agrees with this recommendation but is of the opinion that such changes in host country agreements require a concerted effort by the United Nations as a whole, especially at headquarters duty stations.

7. On recommendation 8, concerning the introduction of environmental considerations based on local best practices and adopting an environmental management system to be mainstreamed into the management of common facilities and building and procurement services, UNFPA agrees and ensures participation by green focal points in related activities on a local level at United Nations common premises and services.

8. Regarding recommendation 9, concerning organizations defining the legislative basis and common norms and standards applicable to their in-house environmental management system, based on best practices identified within the system and ensuring that their respective staff are fully aware of and responsible for this policy through the promulgation of internal instructions and information accessible to all, UNFPA agrees and conducts green learning afternoon sessions to train staff, and provides internal communication channels, in addition to best practices, policy and procedures.

9. Concerning recommendation 10, on establishing in-house sustainable procurement policies and guidelines, taking account of the local conditions of the host country and the needs of field offices, UNFPA agrees and supports the United Nations Environment Programme efforts on establishing United Nations-wide common procurement guidelines.

B. Review of travel arrangements within the United Nations system (JIU/REP/2010/2)

10. This report provides evaluation of the existing travel arrangements and best practices among United Nations system organizations with a view of improving services and reducing travel costs. As part of a series of the JIU reports on travel in the United Nations, this report specifically focuses on travel entitlements and conditions. JIU issued nine recommendations with one of them (recommendation 9) for consideration by the legislative bodies; and eight (recommendations 1, 2, 3, 4, 5, 6, 7 and 8) directed to the executive heads of the United Nations system organizations.

11. Regarding supporting the inter-agency travel network activities (recommendation 1), UNFPA agrees and has been attending the meetings and actively participating in the work of the group since its inception.

12. Concerning recommendation 4, on ensuring that information on travel policies (including entitlements and procedures) is updated and made easily available to staff, UNFPA agrees and has created an Intranet website where all this information can be easily accessed by staff, together with appropriate links for related travel information, guidance and tools.

13. With regard to recommendation 5, on ensuring inclusion in the travel arrangements workflow of provisions for the staff member to indicate, thereby assuming responsibility, that he/she has undertaken the required security training and requested security clearances, obtained medical clearance for travel when applicable, requested the required visas and possesses a valid United Nations laissez-passer, UNFPA agrees and has incorporated these requirements in the travel policy and procedures.

14. Concerning recommendation 6, on reaching agreement to jointly negotiate for preferential airfares for those United Nations entities using a city as a gateway for travel, UNFPA agrees and is already part of a joint effort by all New York-based United Nations entities taking a common and cooperative approach to various travel-related matters, including travel agent and services contracts and negotiations for preferential airfares.

15. Regarding incorporating procedures accepting self-certification of the travel as authorized, for those travel claims for which additional funds have not been requested by the traveler (recommendation 7), UNFPA agrees and has started the process to review and amend the policy and procedures as required.

C. Ethics in the United Nations system (JIU/REP/2010/3)

16. This report reviews progress, lessons learned and best practices in establishing and implementing the ethics function throughout the United Nations system in order to provide recommendations for a fully operational ethics function in each of the organizations. As with the earlier report on oversight lacunae, the ethics function of participating organizations were reviewed in relation to key components considered essential for an effective ethics function. These key components are presented as JIU-suggested standards. The report contains 17 recommendations, 11 of them were for actions by the executive heads of the organizations and six were directed to the legislative bodies. With specific reference to UNFPA, eight recommendations (3, 4, 5, 10, 11, 12, 14 and 15) were for action by its executive head and four (6, 7, 8 and 17) by its legislative body.

17. On the recruitment process for the head of the ethics office, UNFPA agrees with recommendation 3 regarding ensuring that the vacancy for the appointment of the head of the ethics office is open to both internal and external candidates on an equal basis, and that the vacancy announcement is widely publicized. UNFPA also agrees with recommendation 4

regarding ensuring that the vacancy announcement is prepared in full consultation with the staff representatives. With regard to recommendation 5, that a staff representative serves on the appointment board for the selection of the head of the ethics office, UNFPA supports the view that a staff representative should be consulted in the selection of the head of the ethics office.

18. In supporting recommendation 10 regarding ensuring that mandatory ethics training is provided for all staff and that the executive head should take the lead by participating in this training, including mandatory refresher courses that should take place every three years, UNFPA wishes to reiterate its strong commitment to providing continuing ethics education throughout the career of a staff member. In addition to its mandatory online course on "Ethics, Integrity and Anti-fraud: Setting the Standard for UNFPA", a range of other voluntary ethics training and learning initiatives are currently being offered at UNFPA and mandatory online refresher courses will also be made available at regular intervals.

19. In supporting recommendation 11 that the executive head should undertake biennial staff surveys on integrity awareness and publicize the results on the organization's Intranet, UNFPA wishes to note that this is already being undertaken by the organization in the context of its biennial global staff surveys. Furthermore, UNFPA agrees in principle with recommendation 15 that executive heads should hold an annual town hall meeting with the staff and include a specific agenda item on ethics. UNFPA will plan for this recommendation to be implemented in the context of its regionalized structure.

20. The report recommends that in cases where a prima facie case of retaliation or threat of retaliation has been found by the organization's ethics office and the internal oversight office declines to undertake the investigation, the executive head, or the head of the ethics office, should refer the matter to the Joint Inspection Unit for investigation. UNFPA notes that such a situation has not occurred to date. Furthermore, if it did occur, rather than explicitly naming JIU as the alternative investigation mechanism, as has been done in recommendation 12, the better option would be to safeguard and ensure the independent authority of the UNFPA Division for Oversight Services (DOS) in respect of all investigations.

21. Regarding recommendation 14, that an administrative instrument should be promulgated to ensure that the head of the ethics office is a member of the senior management group and participates in all of its meetings, UNFPA is of the view that in order to maintain the independence of the ethics function, as is the current process at UNFPA, rather than being considered a regular member of the senior management group the head of the ethics office be informed of all matters for discussion (and decisions taken) at senior management group meetings and given the option to attend any of these meetings.

D. Review of enterprise risk management in the United Nations system: Benchmarking framework (JIU/REP/2010/4)

22. This report provides an evaluation of the enterprise risk management (ERM) policies, practices and experience in the United Nations system, and identifies best practices and lessons learned in the following areas: (a) the concept of ERM and its relevance to United Nations organizations; (b) an assessment of ERM practices in the United Nations organizations; (c) best practices from the United Nations system and other organizations; (d) basic definitions of some risk management concepts and the methods of implementation; and (e) inter-agency cooperation, coordination and knowledge sharing in the United Nations system.

23. Based on the review of ERM literature, experience and lessons learned, the JIU inspectors identified 10 JIU benchmarks for the successful implementation of ERM in United Nations organizations. The first nine benchmarks should be adopted and implemented as a package by each executive head to ensure successful ERM implementation in their respective organizations. Benchmark 10, which requires inter-agency cooperation and decision, should be discussed and adopted at the level of the United Nations System Chief Executives Board for Coordination (CEB). In addition, JIU issued three recommendations in the report: one was directed to the executive heads, one was addressing the legislative bodies and one is not relevant to UNFPA (recommendation 3).

24. UNFPA is committed to the development and embedding of a formal ERM framework across its operations. A number of key steps have been undertaken in 2010 to start this process and it is expected that the majority of the activities will be completed by 2012.

25. The work undertaken to date has focused on recommendation 1 of the report and involves activities in relation to benchmarks 1, 2, 3, 4, 6 and 8. It is anticipated that these activities will be completed by 2012. Benchmarks 5, 7 and 9 will be undertaken in 2011, as part of the activity plan for enterprise risk management and implementation, and completion by 2012 is anticipated. Regarding recommendation 2, the issue will be addressed in 2011.

E. The audit function in the United Nations system (JIU/REP/2010/5)

26. This report reviews the audit function, whether internal or external, in the United Nations system organizations in line with professional standards for the practice of the profession, as applicable to the United Nations. The assessment notes significant progress achieved in enhancing the audit function at the United Nations organizations in the past 10 years in response to demands for higher scrutiny, transparency and accountability. The review confirms increasing time and resources dedicated by managers and Member States to strengthen the audit oversight function and a notable improvement in the scope, coverage and effectiveness of the audit activity. However, the inspectors found that the audit function still lacks system-wide coherence and coordination. Many organizations need to improve independence, capabilities, resources and processes in order to overcome a number of performance gaps and to bring the value delivered closer in line with the expectations of stakeholders. Out of 18 recommendations issued, one is

directed for actions by the audit/oversight committee, 15 are for consideration by the legislative bodies of the United Nations system organizations, and two are not relevant to UNFPA.

27. UNFPA welcomes the report and supports the findings, which promote better accountability, transparency and higher scrutiny among the United Nations entities dealing with the audit/oversight function. At the time of the JIU assessment, UNFPA had a significant advancement with regard to the role and operational modality of the Audit Advisory Committee (AAC) established in 2005. With regard to recommendation 18, it should be noted that as stipulated in the AAC Charter, since 2006, the AAC Chair has been submitting an annual report to the Executive Board, which is available to the public on the UNFPA website. The AAC Charter has been reviewed regularly, every three years, and the changes are communicated to the Executive Board as part of the UNFPA annual reporting (recommendation 16). UNFPA also supports recommendations 15 and 17 regarding AAC responsibilities. However, UNFPA does not apply all JIU requirements as part of current practice, particularly the committee review of external auditor performance or that of other staff members of internal audit.

F. Preparedness of United Nations system organizations for the International Public Sector Accounting Standards (JIU/REP/2010/6)

28. This report provides an overview of the transition to and implementation status of the International Public Sector Accounting Standards (IPSASs) in United Nations system organizations and the way this process was carried out by each organization, with a focus on identifying best practices and possible risks. The review demonstrates that the adoption of IPSASs requires enhanced management of resources and business processes and improved results-based management across the United Nations system. Depending on the initial readiness of the organization for the requirements, the transition to IPSASs is impacting accounting, financial reporting and associated information technology systems and should lead to a new approach to planning, decision-making, budgeting and financial reporting. The review revealed that many organizations underestimated the concerted efforts and resources that would be required and failed to undertake initial preparedness and risk assessments. The review also found that successful transition to IPSASs hinges on strong senior management support and engagement, dedicated intra-departmental task forces as well as the adoption of a project management approach. The report contains three recommendations, two of which address legislative bodies and one requires actions by executive heads.

29. UNFPA agrees with the recommendations and, as indicated in annex 2, provides a semi-annual progress report on IPSASs to the United Nations, which prepares a consolidated report for submission to the High-level Committee on Management (HLCM) (recommendations 1 and 3). UNFPA believes that integration of the set of 16 best practices into the IPSASs implementation project is a process of a continuing nature which will continue to be addressed.

G. Policies and procedures for the administration of trust funds in the United Nations system organizations (JIU/REP/2010/7)

30. This report assessed the policies, regulations and rules in force in connection with the management and administration of trust funds, as well as the major trends in the overall volume and use of trust funds in United Nations system organizations, so as to identify the specific problems in managing different types of trust funds, as well as best practices in trust fund administration, with a view to promoting system-wide coherence and enhancing the effectiveness and efficiency of trust fund management and administration. The report contains 13 recommendations, four of which are addressed to the legislative bodies of the United Nations system organizations, five to their executive heads, three to CEB, and one to the heads of internal audit of the organizations.

31. As indicated in annex 2, UNFPA agrees with the recommendations. Furthermore, UNFPA believes that these recommendations are of a continuing nature and will continue to be addressed (e.g., executive heads should ensure that risks are managed).

III. STATUS OF UNFPA IMPLEMENTATION OF JOINT INSPECTION UNIT RECOMMENDATIONS ISSUED DURING 2008-2009

32. In accordance with United Nations General Assembly resolution 60/258 requesting JIU to enhance dialogue with participating organizations and thereby strengthen the implementation of its recommendations, JIU requested information on the follow-up to recommendations issued in 2008 and 2009. Annexes 3 and 4 of the present report provide an update of the implementation status of these recommendations.

33. Of the 37 relevant recommendations issued by JIU in 2009, UNFPA has implemented 10 recommendations. Of the 28 recommendations relevant to and accepted by UNFPA, issued in 2008, 19 were implemented. Pending JIU recommendations that have a system-wide impact are currently in the process of being implemented or will be implemented in 2011. UNFPA is committed to following up on the implementation of the remaining recommendations relevant to the Fund and to continuing its contribution to the various JIU initiatives in the future.

Annex 1: Summary of reports issued by the Joint Inspection Unit in 2010*

Report symbol	Name of report	Total recommendations	Relevant to UNFPA	Recommendations directed to the Executive Board
JIU/REP/2010/1	Environmental profile of the United Nations system organizations: Review of their in-house environmental management policies and practices	12	6	0
JIU/REP/2010/2	Review of travel arrangements within the United Nations system	9	6	1
JIU/REP/2010/3	Ethics in the United Nations system	17	8	4
JIU/REP/2010/4	Review of enterprise risk management in the United Nations system: Benchmarking framework	3	1	1
JIU/REP/2010/5	The audit function in the United Nations system	18	7	7
JIU/REP/2010/6	Preparedness of United Nations system organizations for the International Public Sector Accounting Standards	3	1	2
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the United Nations system organizations	13	7	3
Total JIU recommendations in 2010		75	36	18

* Joint Inspection Unit reports issued in 2010 but not relevant to UNFPA:
JIU/REP/2010/9: United Nations corporate partnerships: The role and functioning of the Global Compact.
JIU/REP/2010/10: Review of management and administration in the United Nations Office on Drugs and Crime (UNODC).
Joint Inspection Unit report relevant to UNFPA, but issued in 2011 (not covered in present report):
JIU/REP/2010/8: Inter-agency staff mobility and work/life balance in the organizations of the United Nations system.

Annex 2: Review of relevant Joint Inspection Unit recommendations in 2010 for consideration by the Executive Board

Recommendations	Management comments
JIU/REP/2010/2: Review of travel arrangements within the United Nations system	
#9: The governing bodies of United Nations system organizations should request the executive heads to provide reports on travel expenditures by reporting period and steps taken to rationalize travel costs.	UNFPA supports the recommendation and is currently reviewing options for making changes towards rationalization of travel costs in line with Joint Inspection Unit (JIU) recommendations. For example, UNFPA strictly enforces the travel entitlements, policy and procedures, and requires written justification and sign-off by managers of why travel is being chosen as the only option and tele- or video-conferencing is not possible as a suitable alternative. In addition, UNFPA participates in joint efforts with other United Nations agencies to obtain more favourable contracts from air carriers and travel management companies. Furthermore, UNFPA is reviewing all recommendations by JIU and the United Nations Environmental Management Group (EMG) for further rationalization of travel, both in terms of reducing costs and the United Nations carbon emissions footprint. Specifically, one of the options under consideration is increasing the business travel entitlement from nine to 10 hours, which is expected to reduce both cost and carbon emissions.
JIU/REP/2010/3: Ethics in the United Nations system	
#6: The legislative bodies should direct their respective executive heads to apply term limits to the appointment of the head of the ethics office, which should be a non-renewable appointment of seven years, or no more than two consecutive appointments for four or five years, with no possibility of re-employment by the same organization.	The current UNFPA practice is that the head of the ethics office is appointed for a one-time assignment with a term limit of five years and with no possibility of further career opportunities at UNFPA.
#7: The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office submits an annual report, or a summary thereof, unchanged by the executive head, directly to the legislative body, together with any comments of the executive head thereon.	Beginning in 2011, the ethics office annual report will be presented at the annual session of the Executive Board.
#8: The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office has informal access to	In view of the formal reporting mechanism that is now in place (recommendation 7) and recognizing that the independent nature of the ethics function will permit the head of the ethics office to have informal access to the

the legislative bodies which is enshrined in writing.	Executive Board to raise any serious and/or sensitive ethics issues, enshrining this informal access in writing may not be required.
#17: The legislative bodies should direct their respective executive heads to put forward proposals for an internal mechanism to be established that would set out the modalities for the ethics office and/or the internal oversight services to investigate or undertake reviews of allegations brought against the executive head of the organization, including reporting the outcome of the investigation or review directly to the respective legislative body.	With reference to the ethics office, it should be noted that the Secretary-General's bulletin titled United Nations system-wide application of ethics: separately administered organs and programmes (ST/SGB/2007/11), allows for the head of the UNFPA Ethics Office to refer any allegation against the executive head, that is brought to the attention of the ethics office and comes within the purview of its functions, to an alternative internal mechanism, i.e., the Chair of the United Nations Ethics Committee, for review and appropriate action.
JIU/REP/2010/4: Review of enterprise risk management in the United Nations system: Benchmarking framework	
#2: Governing bodies should exercise their oversight role regarding adoption of enterprise risk management (ERM) benchmarks set out in this report, the effectiveness of implementation and the management of critical risks in their respective organizations.	The role of the Executive Board is being set out in the ERM policy. The policy will be activated in 2011.
JIU/REP/2010/5: The audit function in the United Nations system	
#4: The executive heads of United Nations organizations should ensure that audit staff are selected in accordance with staff regulations and rules, based on audit qualifications and experience as the main selection criteria. This staff should be selected independently from management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the internal audit function.	UNFPA supports this recommendation and applies audit qualifications and experience as the main criteria for selection of staff for its internal audit function. Staff appointment to professional posts in the Division for Oversight Services is under the authority of the Executive Director after consultation with the Director of the Division for Oversight Services, and therefore is subject to clearance by management.
JIU/REP/2010/6: Preparedness of United Nations system organizations for the International Public Sector Accounting Standards	
#1: The legislative bodies should request their respective executive heads to issue regular progress reports on the implementation status of International Public Sector Accounting Standards (IPSASs).	UNFPA submits regular progress reports to the High-level Committee on Management on the IPSASs implementation status.
JIU/REP/2010/7: Policies and procedures for the administration of trust funds in the United Nations system organizations	
#3: The executive heads of the United Nations system organizations should ensure that risks related to trust funds are assessed, and measures are taken to manage them.	UNFPA agrees with the recommendation. It centralized certain functions to better manage risks, including but not limited to: (a) clear guidance on approval authority to enter into agreements; (b) authority to spend trust funds based on agreements that meet UNFPA

	requirements; and (c) recording of trust fund contributions.
#4: The executive heads of the United Nations system organizations should review, consolidate and update existing legal instruments relating to the administration and management of trust funds in their organizations, and ensure that they are available to and accessible by all staff concerned in a user-friendly format.	UNFPA has updated its procedures in regard to trust fund management and standard legal instruments. All relevant information including agreement templates are available in the resource mobilization toolkit on the UNFPA Intranet.
#8: The executive heads of the United Nations system organizations should ensure that their current and future enterprise resource planning (ERP) systems can provide the required financial data for managing, monitoring and reporting on trust funds and trust fund-financed activities.	UNFPA is using a new module in its ERP system (the contracts module) that enables UNFPA to record trust fund contributions in a systematic and coherent manner. The module is linked to the general ledger.
#9: The executive heads of the United Nations system organizations should review and update the provisions for delegation of authority with regard to trust fund management with a view to adjusting to the changing and increasing role of the regional and country offices.	This recommendation is already implemented in UNFPA and regional and country offices have clear delegation of authorities with respect to trust funds. A recent survey carried out by 16 donors in 10 UNFPA country offices and headquarters rated UNFPA as very strong in the area of delegation of authority to the field.
#10: The executive heads of the United Nations system organizations should ensure that training programmes for field staff include adequate training on trust fund administration and management.	UNFPA agrees with the need for an adequate training on trust fund administration and management for field staff and will take it into account when planning for 2011-2012 training programmes.
#11: When preparing their internal audit plan, the heads of internal audit in the United Nations system organizations should ensure that appropriate attention is given to the risks directly related to the operation and management of trust funds, including, but not limited to, large trust funds.	UNFPA supports the recommendation to include in its audit planning the risks associated with management of trust funds and will take it into account for next year's risk-based planning of internal audit activities.
#13: The Secretary-General, in his capacity as chairman of the United Nations System Chief Executives Board for Coordination (CEB), should request the United Nations Development Group to review the current framework for auditing Multi-Donor Trust Funds (MDTFs) in close collaboration with the heads of internal audit of the organizations participating in MDTFs, with a view to incorporating risk-based planning concepts, enhancing MDTF audit coverage, and achieving more integrated audits.	UNFPA agrees with the recommendation. The MDTF auditing framework already exists and can be operated under certain conditions agreed to by heads of audit and heads of agencies. It has to be tested operationally between agencies.

Annex 3: Implementation status of relevant Joint Inspection Unit recommendations issued in 2009*

Report symbol	Name of report	Total recommendations	Relevant to UNFPA	Implemented or ongoing	Partially implemented/to be started
JIU/REP/2009/5	Towards more coherent United Nations system support to Africa	17	12	10	2
JIU/REP/2009/6	Offshoring in United Nations system organizations: Offshore Service Centres	18	16	0	16
JIU/REP/2009/8	Selection and conditions of service of executive heads in the United Nations system organizations	13	8	0	8
JIU/REP/2009/9	The role of the Special Representatives of the Secretary-General and Resident Coordinators	1	1	0	1
Total JIU recommendations in 2009		49	37	10	27

* JIU reports issued in 2009 but not relevant to UNFPA:
JIU/REP/2009/1: Review of management and administration in the United Nations World Tourism Organization (UNWTO).
JIU/REP/2009/2: Second follow-up to the management review of the Office of the United Nations High Commissioner for Human Rights.
JIU/REP/2009/3: Effectiveness of the International Telecommunication Union regional presence.
JIU/REP/2009/4: Assessment of the Global Mechanism of the United Nations Convention to Combat Desertification.
JIU/REP/2009/7: Review of management and administration in the World Food Programme (WFP).
N.B. The variation in the numbers for 2009 recommendations relevant to UNFPA in the present report compared to the previous report, DP/FPA/2010/17 (Part II), is due to a different estimation methodology used in 2010 and 2011, i.e., the recommendations addressed to the Executive Board were not accounted for as part of the total UNFPA-related recommendations in DP/FPA/2010/17 (Part II).

Annex 4: Implementation status of relevant Joint Inspection Unit recommendations issued in 2008*

Report symbol	Name of report	Total recommendations	Relevant to UNFPA	Implemented or ongoing	Partially implemented/to be started
JIU/REP/2008/2	Junior Professional Officer/Associate Expert/Associate Professional Officer programmes in United Nations system organizations	9	4	4	0
JIU/REP/2008/3	Management review of environmental governance within the United Nations system	12	2	0	2
JIU/REP/2008/4	National execution of technical cooperation projects	11	8	5	3
JIU/REP/2008/5	Review of information and communication technology (ICT) hosting services in the United Nations system organizations	6	6	5	1
JIU/REP/2008/6	Review of management of Internet websites in the United Nations system organizations	8	8	5	3
Total JIU recommendations in 2008		46	28	19	9

* JIU report issued in 2008 but not relevant to UNFPA:
JIU/REP/2008/1: Review of management and administration in the Universal Postal Union (UPU).